



# Guadalupe Westside Community Plan

## ECONOMIC DEVELOPMENT

### Goals, Objectives, and Action Steps





## ECONOMIC DEVELOPMENT

### GOALS & OBJECTIVES

#### AT-A-GLANCE

#### GOAL 17: SUPPORT EXISTING AND FUTURE BUSINESSES

- 17.1 Coordinate Programs Available to all Businesses
- 17.2 Provide Incentives for New Businesses
- 17.3 Address mismatches between Available Employment and Job Skills
- 17.4 Financing / Credit Rating / Credit Counseling

#### GOAL 18: CREATE AREAWIDE BUSINESS PLAN

- 18.1 Assess Current Economic Condition of the Community
- 18.2 Create Action Plan for Economic Development
- 18.3 Create and Implement Strategic Plans for Specific Commercial Areas

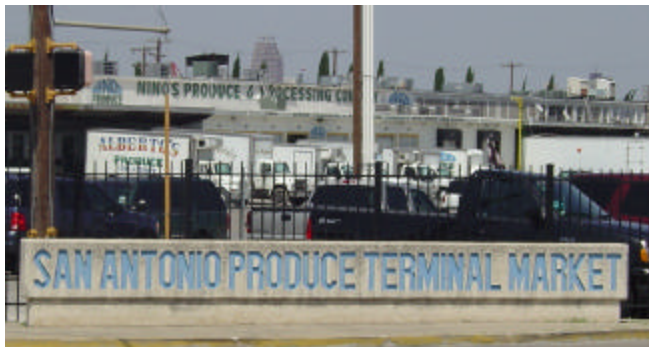
#### GOAL 19: ENHANCE PHYSICAL ENVIRONMENT

- 19.1 Examine Impact of Physical Environment on Economy
- 19.2 Encourage Rehabilitation of Buildings
- 19.3 Encourage the Development of Vacant and Substandard Parcels
- 19.4 Promote Compatibility Between Business and Residents
- 19.5 Monitor Impact of Rising Property Values





The Economic Development Chapter is focused on bringing together all of the components of the plan to create economic opportunities that provide services, products, and job opportunities for area residents. Issues addressed include: **Support Existing Businesses, Entice Future Business, Employment Opportunities, Job Skills Training, Commercial Buildings, Residents and Customers, Gentrification, Workforce Development.**









## **GOAL 17: SUPPORT EXISTING AND FUTURE BUSINESSES**

### **OBJECTIVE 17.1 COORDINATE PROGRAMS AVAILABLE TO ALL BUSINESSES**

Ensure that existing and new business owners are aware of support available to them and that program information is made easily accessible.

#### **17.1.1 Distribute a general information packet about programs available throughout the city to assist with business start-up, marketing and maintaining viable businesses.**

- Research all existing programs available.
- In a centralized area, provide a directory of programs to existing and prospective businesses and update directory regularly.

*Timeline:* Short

*Lead Partner:* Economic Development Committee

*Partnerships:* COSA Small Business Services Division, COSA Neighborhood Commercial Revitalization (NCR) Program, Westside Development Corporation (WDC), Avenida Guadalupe Association (AGA), Westside Chamber of Commerce, Hispanic Chamber of Commerce, Making Connections, UTSA-Small Business Development Center (SBDC)

*Proposed Funding Sources:* Existing Programs

#### **17.1.2 Provide one-on-one support to help existing businesses remain viable and grow.**

- Encourage business owners to attend workshops or classes that teach business basics.
- Encourage creation of area small business owner development and networking group.
- Address the unique challenges of minority and woman owned businesses and support their increased participation in available programs.

*Timeline:* Short and On-going

*Lead Partner:* COSA NCR Program, AGA, Economic Development Committee

*Partnerships:* WDC, Westside Chamber of Commerce, Hispanic Chamber of Commerce, Small Business Services Division of COSA Economic Development Department, Making Connections, UTSA-Small Business Development Center, St. Mary's 21<sup>st</sup> Century Leadership Center, South Central Texas Regional Certification Agency (SCTRCA)

*Proposed Funding Sources:* Existing Programs

### **OBJECTIVE 17.2 PROVIDE INCENTIVES FOR NEW BUSINESSES**

Create an environment whereby positive business entities find benefit to investing in specific commercial areas and corridors.

#### **17.2.1 Increase commercial property owners' knowledge and utilization of the City of San Antonio's Incentive SCORECARD system.**

*Timeline:* Short





*Lead Partner:* Economic Development Committee, COSA Economic Development Dept

*Partnerships:* COSA Neighborhood Commercial Revitalization Program (NCR), Westside Development Corporation (WDC), Avenida Guadalupe Association (AGA)

*Proposed Funding Sources:* Existing Program

**The City of San Antonio Incentive SCORECARD system offers incentives to business and residential developers via reduction, waivers or rebates of the following fees: street & sidewalk closures; preliminary plan review fees and SAWS water and sewer impact fees.**

**17.2.2 Encourage business owners to inform themselves about Empowerment Zone tax credits at the COSA Economic Development Department webpage to increase the utilization of available resources to businesses within the Empowerment Zone.**

*Timeline:* Short

*Lead Partner:* Economic Development Committee

*Partnerships:* COSA Economic Development Dept, Local Businesses, AGA, NCR, WDC

*Proposed Funding Sources:* Existing Program

**Businesses located within an Empowerment Zone are eligible to take advantage of Federal tax incentives to hire residents and to expand or improve their business operations. Increased business development within the Zone affects job opportunities for residents and improves access to goods and services, promoting long-term community revitalization. For more information visit: [www.sanantonio.gov/edd/empowersa.asp](http://www.sanantonio.gov/edd/empowersa.asp)**

**17.2.3 Market the area-wide “Business Plan” as a recipe to help ensure future success for commercial areas.**

- Based on potential for growth, provide incentives for new businesses.
- Develop creative incentive packages to assist with the financial aspect of businesses.
- Create location guides that highlight prime location opportunities.

*Timeline:* Mid

*Lead Partner:* COSA Economic Development Department, WDC

*Partnerships:* Westside Chamber of Commerce, Hispanic Chamber of Commerce, Local Investors/Banks, Local Business Owners

*Proposed Funding Sources:* Existing Programs

**17.2.4 Demonstrate to commercial and residential property developers the incentive and benefit to building with resource efficient design and construction.**

*Timeline:* Mid - Long

*Lead Partner:* Economic Development Committee





*Partnerships:* WDC, Private Investors, COSA Economic Development Department, Build San Antonio Green, Metropolitan Partnership for Energy (MPE), LEED (US Green Building Council's Leadership in Energy and Environmental Design Green Rating System)

*Proposed Funding Sources:* Existing Programs, Private and Public Investment

**17.2.5 Utilize incentives to encourage commercial and mixed-use development in targeted areas such as: an NCR Corridor; Historic District; Empowerment Zone; HUB Zone; etc.**

*Timeline:* Mid

*Lead Partner:* COSA Economic Development Department, NCR, WDC

*Partnerships:* COSA Planning and Community Development Department, Texas Small Business Fund Program, Current Businesses, Private Funders (local banks); South Texas Business Fund; San Antonio Community Development Loan Fund (CDLF); Accion Texas

*Proposed Funding Sources:* Existing Programs, Private and Public Investment

**OBJECTIVE 17.3 ADDRESS MISMATCHES BETWEEN AVAILABLE EMPLOYMENT AND JOB SKILLS**

Increase the skilled labor pool within the planning area by matching local residents with life and job skills trainings that compliment area business needs.

**17.3.1 Assess availability of jobs from existing businesses. Examine both job skills necessary and pay provided.**

- Refer to the market study scheduled to be published by Consultant in Summer 2007 regarding the Avenida Guadalupe NCR district and expand studies throughout the planning area as necessary.

*Timeline:* Short - Mid

*Lead Partner:* Economic Development Committee

*Partnerships:* Local Business Owners, COSA Economic Development Dept, WDC, NCR, AGA

*Proposed Funding Sources:* Existing Programs, Volunteer

**17.3.2 Match the local job market with job skill programs available to residents.**

- Work with Community Health, Education, and Well-Being Committee to help connect individuals to programs.
- Research existing program availability and make information available to the public at a centralized location.
- Assist with family/life issues necessary (e.g. child care) to lessen the barriers to continued training and education.

*Timeline:* Mid

*Lead Partner:* Economic Development Committee

*Partnerships:* Local Business Owners, COSA Economic Development Dept, WDC, NCR, Alamo Worksource Career Center, Texas Workforce Commission, Texas Department of Human





Services, Alamo Community College District, Project Quest, COPS / Metro Alliance,  
Making Connections

*Proposed Funding Sources:* Existing Programs, Volunteer, Private

**17.3.3 Examine types of industry that are appropriate and sustainable in this area and encourage them to locate, invest, and/or expand in the area.**

*Timeline:* Mid - Long

*Lead Partner:* WDC, COSA Neighborhood Commercial Revitalization Program (NCR)

*Partnerships:* COSA Economic Development Department, Westside Chamber of Commerce, Hispanic Chamber of Commerce, Avenida Guadalupe Association

*Proposed Funding Sources:* Private and Public

**OBJECTIVE 17.4 FINANCING/CREDIT RATING/CREDIT COUNSELING**

**17.4.1 Encourage local business owners to check their credit report annually, to identify any errors and to correct them with letters of dispute.**

*Timeline:* Short

*Lead Partner:* Economic Development Committee

*Partnerships:* San Antonio Small Business Administration (SBA); COSA Economic Development Department, Credit Reporting Agencies

*Proposed Funding Sources:* Minimal

**17.4.2 Encourage business owners to utilize local lenders for both capital and inventory loans.**

*Timeline:* Mid

*Lead Partner:* Economic Development Committee

*Partnerships:* San Antonio SBA; South Texas Business Fund; COSA Economic Development Department; Local Banks/Lenders

*Proposed Funding Sources:* Acción Texas, Community Express Loans, San Antonio SBA, Credit Card Agencies, South Texas Business Fund

**GOAL 18: CREATE AREAWIDE BUSINESS PLAN**

**OBJECTIVE 18.1 ASSESS CURRENT ECONOMIC CONDITION OF THE COMMUNITY**

Address how the community affects and is affected by economic growth.







#### **18.1.1 Utilize existing studies to assess economic conditions, and tailor new market analysis to address any gaps in information from previous studies.**

- Include all corridors in the Westside area in the assessment. This includes Guadalupe, Commerce, Frio City, Zarzamora, and Brazos.
- Include smaller streets and neighborhood stores that exist throughout the area as well as industrial pockets of businesses such as the Produce Terminal and others that exist along Laredo Street.

*Timeline:* Short - Mid

*Lead Partner:* Economic Development Committee

*Partnerships:* WDC, NCR, COSA Economic Development Department, Making Connections

*Studies:* Urban Land Institute Avenida Guadalupe Report (February 2005); Making Connections City Scan: San Antonio, Phase I (November 2003); Making Connections City Scan: San Antonio, Phase II Target Industry Scan (June 2004); Avenida Guadalupe NCR Market Study (to be published May/June 2007)

*Proposed Funding Sources:* General Fund, Private Investment

### **OBJECTIVE 18.2 CREATE ACTION PLAN FOR ECONOMIC DEVELOPMENT**

#### **18.2.1 Create an overall vision for economic development in the Guadalupe Westside geographic area.**

- Put this vision in the context of Regional economics (for instance, consult with the WestSide Development Corporation (WDC) regarding their business plan)
- Within the larger vision for Westside, begin to create concentrated strategic plans for specific areas.

*Timeline:* Short - Mid

*Lead Partner:* Economic Development Committee

*Partnerships:* WDC, NCR, COSA Economic Development Dept, Westside and Hispanic Chambers of Commerce, Local Businesses, SAISD, Non-profits and Cultural Organizations

*Proposed Funding Sources:* Minimal / Volunteer

#### **18.2.2 Ensure that input from existing businesses is included in the creation of the vision and action plan.**

- Ensure that the experience of existing businesses is taken into account, and that they play an active role in the development of the business plan for the future.

*Timeline:* Short - Mid

*Lead Partner:* Economic Development Committee

*Partnerships:* WDC, NCR, COSA Economic Development Department, Westside Chamber of Commerce, Hispanic Chamber of Commerce, Local Business Owners

*Proposed Funding Sources:* Minimal / Volunteer, Existing Programs





## **OBJECTIVE 18.3 CREATE AND IMPLEMENT STRATEGIC PLANS FOR SPECIFIC COMMERCIAL AREAS**

### **18.3.1 Utilizing all resources available (public, private, and nonprofit) create an implementation plan for a specific corridor or commercial area.**

- Utilize public resources such as the City's Neighborhood Commercial Revitalization (NCR) Program or the Small Business Economic Development Center.
- Refer to the section pertaining to the Avenida Guadalupe Strategic Revitalization Charrette to use as a model for other corridors and commercial areas.
- Work with nonprofit and educational institutions to create implementation mechanisms through private/public partnerships.

*Timeline:* Short

*Lead Partner:* Economic Development Committee

*Partnerships:* COSA NCR Program, , COSA Economic Development Dept, COSA Small Business Economic Development Center, AGA, UTSA, Local Businesses and Non-Profits, Area Banks and Financial Institutions

*Proposed Funding Sources:* Existing Programs, Private Funds

### **18.3.2 Work with the WDC to explore private resources from developers interested in revitalization, or financial institutions dedicated to community reinvestment.**

*Timeline:* Mid - Long

*Lead Partner:* Economic Development Committee, WDC

*Partnerships:* NCR, COSA Economic Development Dept, Local Businesses and Non-Profits, Area Banks and Financial Institutions, Westside Chamber of Commerce, Hispanic Chamber of Commerce

*Proposed Funding Sources:* Private

## **GOAL 19: ENHANCE PHYSICAL ENVIRONMENT**

Promote a more sustainable community by strengthening the focus on the physical environment within the planning area for example; infrastructure, civic spaces and building design.

### **OBJECTIVE 19.1 EXAMINE IMPACT OF PHYSICAL ENVIRONMENT ON ECONOMY**

#### **19.1.1 Examine issues relating to the physical environment including:**

- Streets and flow of traffic, parking, street lighting, building design, civic spaces, etc.





- Refer to the Infrastructure & Facilities section for detailed goals and action steps related to infrastructure within the planning area. Coordinate strategies with the Infrastructure & Facilities Planning Team Committee.
- Refer to the section pertaining to the Avenida Guadalupe Strategic Revitalization Charrette and target issues and recommendations regarding the physical environment that can be utilized throughout the planning area.

*Timeline:* Mid

*Lead Partner:* Economic Development Committee

*Partnerships:* COSA Public Works, VIA Metro Transit, COSA Planning and Community Development Department, NCR, WDC

*Proposed Funding Sources:* General Fund, Private Investment

#### **19.1.2 Evaluate pedestrian and auto access within and from outside the planning area (e.g. Trolley from downtown).**

- Identify areas where businesses could benefit from improved pedestrian access and organize committees to advocate for improvements.
- Emphasize areas that are not adequately serviced by public transportation and request increased service from VIA.

*Timeline:* Mid

*Lead Partner:* Economic Development Committee

*Partnerships:* VIA Metro Transit, COSA Public Works, COSA Parks and Recreation Department, Infrastructure & Facilities Planning Team Committee

*Proposed Funding Sources:* Minimal / Volunteer

#### **19.1.3 Examine issues relating to safety of the commercial environment. Work with Public Safety and Code Compliance Planning Team Committee to resolve crime and safety issues – real and perceived.**

*Timeline:* Short and on-going

*Lead Partner:* Economic Development Committee

*Partnerships:* Public Safety & Code Compliance Committee, COSA Code Compliance Department, Cellular on Patrol, SAPD, Neighborhood Associations and other Community Organizations, Faith-based groups, Neighborhood Watch

*Proposed Funding Sources:* Minimal / Volunteer

#### **19.1.4 Create action plan to address vacant parcels and underutilized or deteriorating buildings.**

*Timeline:* Short - Mid

*Lead Partner:* Economic Development Committee





*Partnerships:* COSA Planning & Community Development Department, COSA Economic Development Department, WDC, NCR, Rental & Owner Occupied Property Owners, Local Businesses, Banks and Other Financial Institutions, AGA and other area Non-Profits

*Proposed Funding Sources:* Minimal / Volunteer

## **OBJECTIVE 19.2 ENCOURAGE REHABILITATION OF BUILDINGS**

### **19.2.1 Encourage property owners to rehabilitate vacant or deteriorated buildings, especially historic structures.**

- Promote the merits of preserving existing buildings for cultural heritage purposes.
- Gather information about program assistance available from public, private, and non-profit sources and make information available at a centralized location.

*Timeline:* Mid

*Lead Partner:* Economic Development Committee

*Partnerships:* COSA Historic Preservation Division, NCR, San Antonio Conservation Society, Esperanza Center Oral History Project, Local Property Owners

*Proposed Funding Sources:* Neighborhood Services Commercial Rehabilitation Program, WDC, Private Funding

## **OBJECTIVE 19.3 ENCOURAGE THE DEVELOPMENT OF VACANT AND SUBSTANDARD PARCELS**

### **19.3.1 Target development on the various commercial parcels. Look into opportunities for vacant land assembly to “package” and market vacant land to developers.**

- Work with NCR and WDC regarding Vacant Land Analysis.
- Consult Overall Business Plan for Commercial Areas.
- Consult Historic Preservation Goals for the area.
- Identify areas for strategic redevelopment and work with COSA Development Agency regarding land assembly options.

*Timeline:* Mid

*Lead Partner:* Economic Development Committee

*Partnerships:* WDC, NCR, COSA Economic Development Department, COSA Planning and Community Development Department; COSA Housing and Neighborhood Services

*Proposed Funding Sources:* Public and Private

### **19.3.2 Strive to create plans that minimize the necessity for relocation. If relocation is deemed appropriate by the Economic Development Committee, provide resources and assistance to persons affected.**







*Timeline:* Mid - Long

*Lead Partner:* Economic Development Committee

*Partnerships:* WDC, NCR, COSA Economic Development Department, COSA Housing and Neighborhood Services, COSA Planning and Community Development Department

*Proposed Funding Sources:* Minimal / Volunteer, General Fund

**19.3.3 Address “substandard” lots that currently may be precluded from possible development by applying appropriate zoning and development standards.**

- Create database of existing substandard lots.
- Explore options (e.g. variances) generally available to the community for grandfathering existing lots.

*Timeline:* Mid

*Lead Partner:* Economic Development Committee

*Partnerships:* COSA Development Services Division, COSA Planning and Community Development, NCR

*Proposed Funding Sources:* Minimal / Volunteer

**OBJECTIVE 19.4 PROMOTE COMPATIBILITY BETWEEN BUSINESS AND RESIDENTS**

**19.4.1 Consider mixed use developments which promote compatibility through design guidelines and encourage pedestrian activity on the street.**

- Consider impact of residential density on ability to sustain commercial markets.
- Refer to the plan section pertaining to the Avenida Guadalupe Strategic Revitalization Plan and utilize recommendations that can be transferred to other areas of the planning area.

*Timeline:* Short

*Lead Partner:* Economic Development Committee

*Partnerships:* COSA Planning and Community Development, NCR, WDC, COSA Economic Development Department

*Proposed Funding Sources:* Minimal

**19.4.2 Ensure availability of goods and services to serve the local community, in addition to larger regional markets.**

*Timeline:* Short - Mid

*Lead Partner:* Economic Development Committee

*Partnerships:* COSA Economic Development Department, WDC, NCR

*Proposed Funding Sources:* Minimal





## **OBJECTIVE 19.5 MONITOR IMPACT OF RISING PROPERTY VALUES**

Take steps to ensure that economic development does not tax people out of their homes.

### **19.5.1 Monitor assessed property values in the area.**

*Timeline:* Short

*Lead Partner:* Economic Development Committee

*Partnerships:* Bexar County Appraisal District

*Proposed Funding Sources:* Minimal / Volunteer

### **19.5.2 Encourage Property Owners to take advantage of Tax Exemptions availability.**

- Encourage residents to take advantage of Homestead Exemption and Tax Freeze for Seniors > 65

*Timeline:* Short and on-going

*Lead Partner:* Housing Planning Team Committee

*Partnerships:* Bexar County Appraisal District, City Council Representative, COSA Historic Preservation Division, Economic Development Planning Team Committee

*Proposed Funding Sources:* Minimal / Volunteer

### **19.5.3 Advocate for new residential developments to be mixed income.**

- The City currently provides certain incentives to promote affordable housing development which include; the provision of a density bonus to developers who build affordable housing units and waiving some of the permit fees.
- Recommend that the City provide additional incentives to developers who set aside affordable units within market rate residential developments.

*Timeline:* Mid

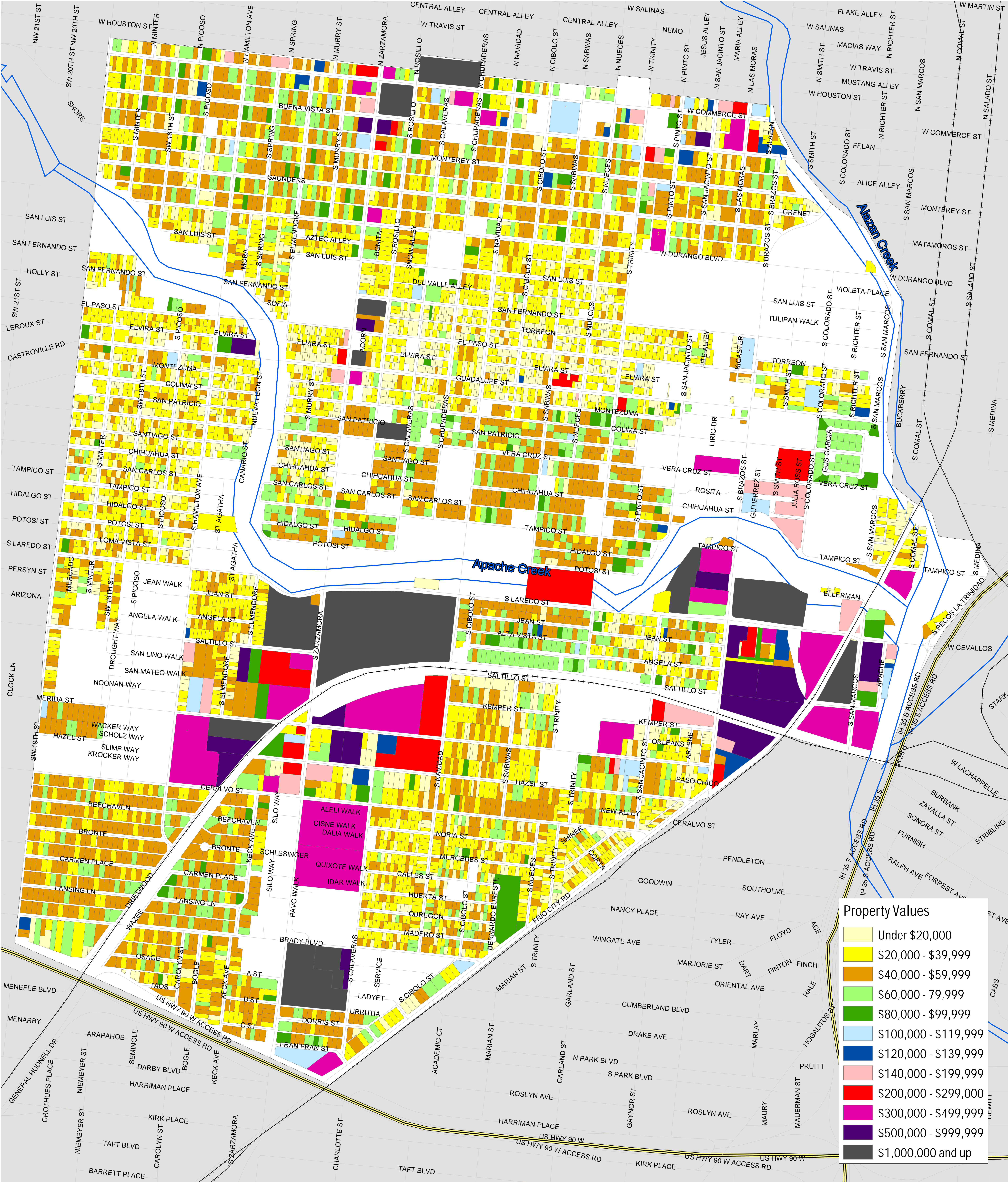
*Lead Partner:* Housing Planning Team Committee

*Partnerships:* COSA Economic Development Dept, COSA Housing and Neighborhood Services, COSA Development Services, Economic Development Planning Team Committee, Private and Public Affordable Housing Developers, Texas Department of Housing and Community Affairs Tax Credit Program

*Proposed Funding Sources:* Minimal / Volunteer







# Property Values

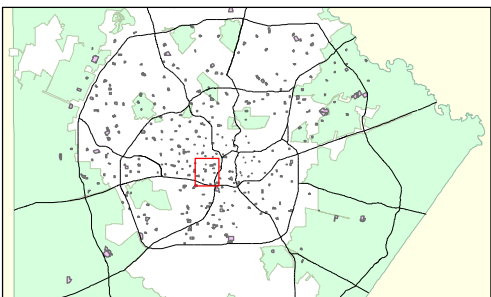
## Guadalupe Westside Community Plan

(Based on 2006 Bexar County Appraisal Data)

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City of San Antonio  
Planning and Community  
Development Department

Errol R. Mondrais  
AICP, AIA, CNU, Director  
Development Business  
Service Center  
1901 S. Alamo  
San Antonio, TX 78205



Data Source: City of San Antonio Enterprise GIS, Bexar Metro 911, Bexar Appraisal District  
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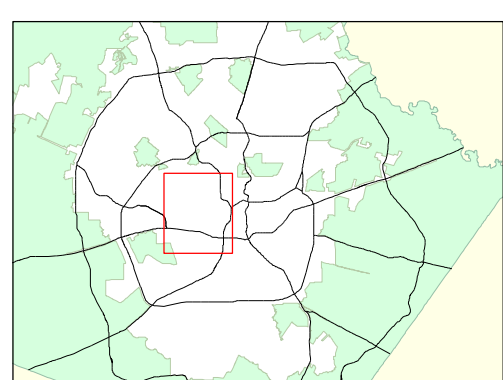
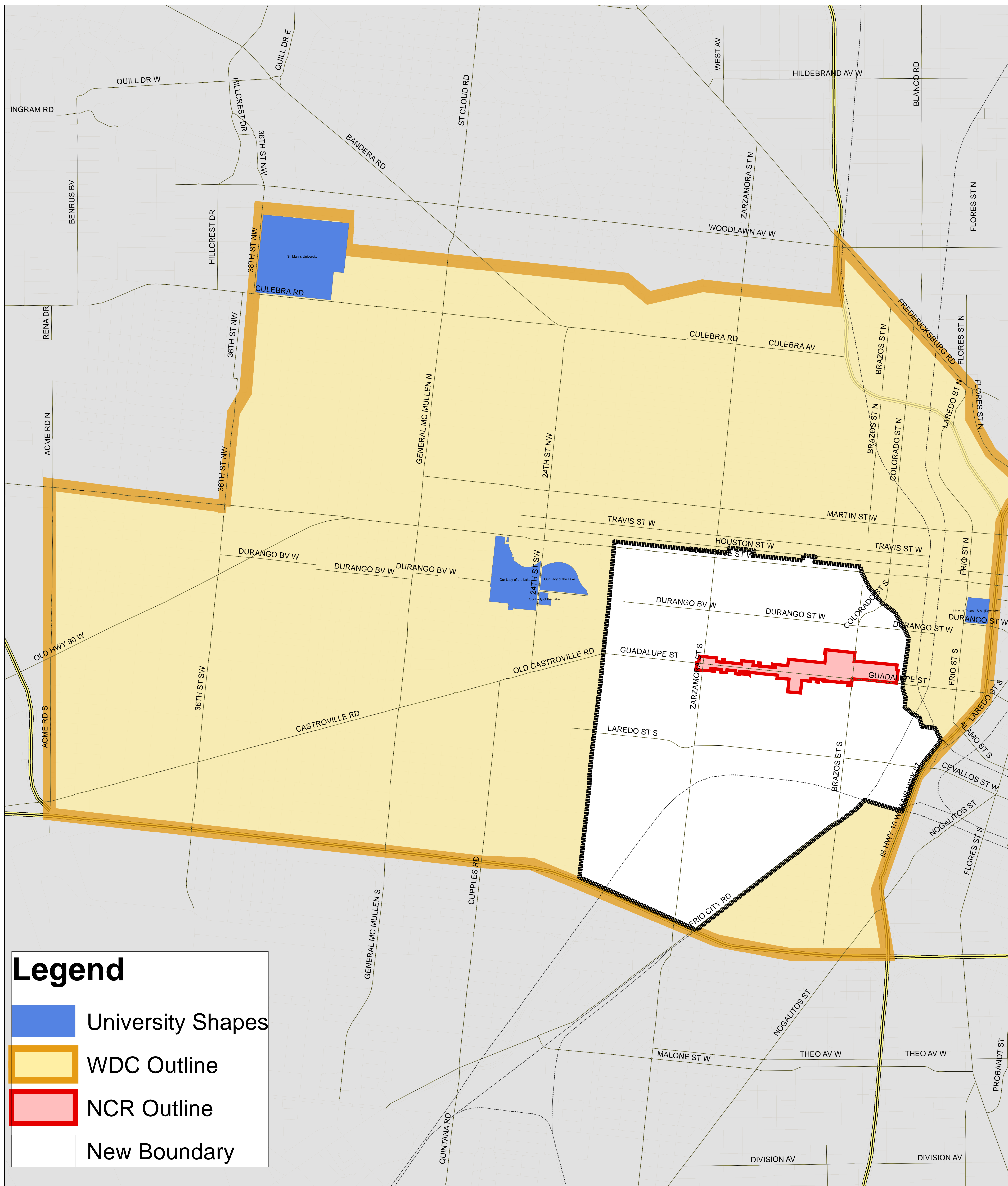
\*Please contact the responsible City of San Antonio Department for specific determinations.\*

City of San Antonio Planning Department GIS Manager: Woody Woodruff, dwoodruff@sanantonio.gov. Maps may be ordered at: (210) 207-7873









Data Source: City of San Antonio Enterprise GIS, Bexar Metro 911, Bexar Appraisal District

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\*Please contact the responsible city of San Antonio Department for specific determinations.

## Westside Development Corporation (WDC), Guadalupe Westside, and Guadalupe NCR Boundaries

Guadalupe Westside Community Plan

**City of San Antonio  
Planning and Community  
Development Department**

Emil R. Moncivais  
AICP, AIA, CNU, Director

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Service Center  
1901 S. Alamo  
San Antonio, TX 78205



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